



Fund

## **Fund Council**

**9<sup>th</sup> Meeting (FC9)—New Delhi, India**

**April 25-26, 2013**

### **CGIAR Gender Performance Scheme Summary (2013-2015)**

(The Consortium Board Chair formally withdrew the  
proposal tabled at FC9)

*Document presented for Agenda Item 7:  
Proposal for a Performance Scheme to Promote  
Gender Integration into CGIAR Research*

*Submitted by:  
Consortium Office*

## **CGIAR GENDER PERFORMANCE SCHEME (2013-2015)**

### **SUMMARY**

#### **Introduction**

This memo is a synthesis of the Consortium's proposed Gender Performance Scheme. The Scheme is designed to embed excellence in gender research into the CGIAR Research Programs (CRPs) and so enhance the CGIAR's contribution to gender equality in its development outcomes. Details of the scheme can be found in the attached "PROPOSAL FOR A GENDER PERFORMANCE SCHEME TO PROMOTE INTEGRATION OF GENDER INTO CGIAR RESEARCH."

#### **Background**

The CGIAR's *Strategy and Results Framework* (2011) identifies gender inequality as critical for its success in achieving its intended outcomes of reducing rural poverty, increasing food security, improving nutrition and health and the sustainable management of natural resources. The Scoping Study on Gender commissioned by CGIAR in 2010 established that an investment of around 8% of the total budget of CGIAR Research Programs (CRPs) was needed in gender research. CRP proposals were approved by the FC before CRPs had the opportunity to take on board this recommendation so most did not budget for gender work sufficiently or even at all in some cases. All CRPs are retrofitting gender into their programs with the development of a CRP Gender Strategy and gender budget now required by the Consortium Office. For a total CGIAR budget of about \$800m, 8% would come to a yearly investment in gender research of about \$65m. The budget of all CRPs for gender in 2013 is unlikely to exceed \$30m implying a projected shortfall in 2013 of \$35m. It will take at least three years for the CRPs to adjust gender budgets to a higher level. In this context, the Consortium proposes to create a temporary Gender Performance Scheme to strengthen the implementation of CRP Gender Strategies.

#### **What difference will the Scheme make?**

In 2013 all CRPs are required to engage in effective implementation of their gender research strategy. "Opting out" from the integration of gender into CRP research is no longer an option. Nonetheless, most CRPs are starting from a low base in gender research capacity since the CGIAR downplayed investment in social scientists and recruitment of gender experts over the past decade and funded gender research from special projects, mostly in the form of small-scale case studies scattered opportunistically about the globe. There is now a critical need for the strategic infusion of resources to promote excellent gender research in CRPs at an early stage in their implementation.

The Gender Performance Scheme will embed in CRPs the practice new to the CGIAR, of allocating a gender budget on a significant scale, as is required to implement the CRP's Gender Strategy. The Scheme will identify and reward CRPs that are leading the way, investing in gender audits, recruitment of gender experts and the institutional change required for mainstreaming and integrating gender into their research program. By awarding additional "earmarked" funds for a maximum of three years as a reward and recognition for this commitment, the Scheme will

enable CRPs that are high performers in gender research to bring their resources up to a scale where they can consolidate comparative gender research with well-designed baselines, counterfactuals and replications. This will bring the bulk of gender research in the CGIAR closer to the level of rigor, reliability and credibility essential for influencing other research in the system to better benefit poor rural women as well as men. The Scheme will also embed in the CRPs the practices needed for conducting some of their gender research together so that they graduate from small case studies to larger-scale, comparative work and capture research efficiencies from sharing expertise, capacity development, methods, data and M&E.

### **Objectives**

1. To inculcate the practice of doing excellent gender research as “normal business” for the first time in CGIAR, by awarding additional funds on a temporary basis to CRPs as a reward. This incentive scheme will ensure that the integration of gender analysis into the research agenda of the CRPs is seen by the CRPs as routine and not as a special activity.
2. To provide the technical and financial support that will firmly embed high quality gender research in the CRPs and promote pooling across CRPs of methods, approaches and capacity development to establish shared research standards.

### **How will the Gender Performance Scheme work?**

The Consortium proposes that the FC allocates at least \$5m per year over 3 years from Window I to reward specific CRPs showing excellence in Gender Strategy implementation at the explicit request of the Consortium Office. Any CRP selected would receive a reward of additional funds for a maximum of three years. Initially up to six CRPs would be selected to receive this reward. Depending upon their performance (assessed annually by the Consortium Office), they will receive support for 1, 2, or 3 years.

To enable the Scheme to include additional CRPs, we propose that funders consider an allocation of \$5m more in year 2 and 3, depending upon the performance assessment of the Scheme during the first year.

The Gender Performance Scheme is designed to incentivize excellence in performance above the minimum standard required by the CO. All CRPs are required as a minimum to have an approved Gender Strategy in 2013. If monitoring shows that a CRP's implementation of its approved Gender Strategy is below minimum standards agreed with the CO for 2103, the CO will require the CRP to improve its gender research but without the benefit of any support from the Scheme. A CRP that is not implementing an approved Gender Strategy or that fails to improve after feedback will be put on warning that its overall performance could be qualified by the CO as unsatisfactory.

In Year 1 (2013) the proposed allocation of \$5m per year from Window I for the Scheme represents a fraction of the target of \$35m for gender research. \$3m of these funds would be used strategically to reward up to six CRPs for excellence demonstrated in their Gender Strategy and its implementation. Another \$2m would be used to reward CRPs investing their own resources in leadership of cross-program collaborative activities and for the Consortium

gender advisor to provide technical support and capacity development for all CRPs (see the attached proposal for details). The Network of gender researchers has recommended four Themes for cross-program collaboration needed to enable CRPs to develop common standards and approaches for gender research. Collaborative work on these Themes will strengthen all CRPs' gender research (see Annex II of the attached proposal for details).

Expansion to \$10m per year in Years 2 and 3 would provide the Scheme with the potential to incrementally expand the number of CRPs rewarded for excellence in implementation from six to at least ten or so in 2014 and 2015 if they qualify. Expansion to \$10m per year would also allow the Scheme to increase the level of reward to CRPs showing leadership of collaborative activities so that they could expand capacity development and training in shared methods, tools, data collection and M&E to more CRPs.

The CRPs awarded funds under this Scheme will be selected by external peer reviewers and the Consortium gender advisor, through a process managed by the CO. Thus, to be considered for an award a CRP will be required to present a work plan and budget for 2013 that demonstrates, in order of priority:

- (a) Excellence in implementation of its Gender Strategy
- (b) Mutual agreement with other CRPs to conduct a collaborative activity recommended by the Network of CGIAR gender experts that will strengthen gender research in all cooperating CRPs
- (c) An agreed partnership with an external source of high-level gender research expertise to enhance and develop capacity of all the participating CRPs implementing this cooperative activity.

CRPs that do not receive additional funds via the Scheme will nonetheless be direct beneficiaries of cooperative activities and capacity development partnerships undertaken by the award-recipient CRPs.

#### Monitoring and evaluation

CRP performance on gender research will be monitored annually by the Consortium, as part of its annual monitoring of progress in all CRPs. In year 2 there will be a formative assessment of the effectiveness of the Scheme for raising performance in gender research above minimum standards to the level of excellence required for the CGIAR to deliver concrete benefits to poor rural women.

**Duration:** Three years from 2013-2015

**Total Cost:** \$25 m consisting of \$5m for year 1 from Window 1; potential expansion to \$10m per year in Years 2 & 3